

DEVELOPING SCENARIOS AND DYNAMIC STRATEGIC THINKING CAPACITY



OVERVIEW

If there's something the last 18 months has reminded us, it's that we live in a dynamic world, so we need to be dynamic thinkers. This program is designed to develop your dynamic strategic thinking capacity. Core to this endeavor is the use of scenarios. World-renowned scenario specialist Chantell Illbury will guide you through the essential elements underpinning effective scenario- planning, and, importantly, how to integrate this thinking within a broader strategic framework for more agile and adaptable decision-making.

COURSE DESCRIPTION AND MAIN OBJECTIVE

The main objective of the program is to develop the use of scenarios to ensure your decision-making is more agile, adaptable and anticipatory. To achieve this, it follows a proven, robust methodology that will allow you to refine the scope of a strategic question, identify the key players that may influence it, identify the certainties and uncertainties as you look to the future, and then connect the dots and synthesize your strategic intelligence into a set of bespoke scenarios. Next, the program looks at how to use these scenarios in your decision-making, and ultimately, prepare your ongoing adaptability to a changing and uncertain environment to achieve your own meaning of winning.

LEARNING OUTCOMES

After completion of the program, delegates will be able to: create an awareness of the world around them, and how it is changing; anticipate change in their broader and immediate environments; effectively build and use scenarios to map multiple possible futures; identify key flags indicating change and shifts in scenarios, thereby building agility into strategic planning; and incorporate scenarios into strategic decision-making.

Delegates will work on an action learning project connected to their own business or industry. This will provide the delegate with a practical document to incorporate into their business and operations.

CONTENTS

This course will address 5 pillars.

Pillar 1: Awareness: Clearly defining your current environment, and the broader forces shaping it. Articulating the scope of your focus and identifying the key players that may have an influence on you.

Pillar 2: Intelligence: Distinguishing the certainties with a direct impact on you and your business, and those that are equally important, but unpredictable.

Pillar 3: Synthesis: Synthesizing the intelligence you have analyzed into a set of the most-relevant scenarios you can use to anticipate change in the future and manage the surrounding uncertainty.

Pillar 4: Decision-making: Situating your place within each possible scenario (with the preferred and worst- case scenarios in mind) and relating these plausible futures to the key strategic decisions that need to be made in the current context, or in the near future.

Pillar 5: Reflection: Clearly articulating what success looks like for you in the future, incorporating the uncertainty of the different possible scenarios that may materialize.



FACULTY MEMBER

Chantell Ilbury is a founding partner of Mindofafox. For the past 20 years she has specialised in the use of scenarios to guide the strategic conversations of executive teams in organisations and governments worldwide. Her methodologies are taught in business schools around the world.

Chantell holds a BSc in Chemistry, a post-graduate Higher Diploma in Education, an Executive MBA from the University of Cape Town Graduate School of Business and has studied Strategic Negotiation through Harvard Business School in Boston. She has co-authored three best-selling books on scenarios and strategy with Clem Sunter: *The Mind of a Fox*, *Games Foxes Play*, and *Socrates and the Fox*. Her latest book - *A Fox's Tale: Insights from one of Africa's most creative strategic thinkers*, was published by Penguin in July 2016.

TARGET GROUP

This programme is designed for mid- to senior-level executives, senior managers and those who are responsible for functional, business or corporate strategies.

ADMISSION REQUIREMENTS

It is assumed participants are able to understand learning material in English and write assignments and follow/participate in discussions on scenario development in English.

TEACHING METHODS

- Synchronous teaching on MS Teams.
- Class discussion, case studies, articles, plenary and group work.
- Note: face-to-face/blended when available.

CERTIFICATE OPTIONS

Delegates can select to follow either one of the following two approaches:

- Obtain a "Certificate of Successful Completion" by demonstrating their knowledge, understanding and skills of the learning outcomes in a practical assessment at the end of the course.
- Obtain a "Certificate of Attendance" and will not be required to complete any assessment.

DATES

12 - 16 December 2021 (4 days of 4 hours each)

Time: 09h00 – 13h00

FEES

Certificate of Successful Completion – AED7500 (excluding VAT)

Certificate of Attendance – AED6500 (excluding VAT)

ENQUIRIES

E-mail: cbe-execed@uaeu.ac.ae

